

# **Green Mountain Energy Company**

## **Marketing Green Energy: Lessons Learned**



# Green Mountain Energy Today

- Largest provider of cleaner energy to U.S. homes – over 500,000 customers
- Six states and growing
- Building new renewable electricity sources based on real consumer demand
- Proven execution capabilities
- Strong investor/partner backing



# Our Mission and Goal

“Change the way electricity is made,  
providing cleaner air from less polluting  
generation”

**Goal:** 1000 MW of new renewable  
generation

# Four Years Young!

- New Hampshire & Massachusetts Pilot
- Early entrant in California
- Successful entry into Pennsylvania
- Important presence in New Jersey, Connecticut
- Largest aggregation to-date in Ohio
- Exciting launch in Texas

# Lesson One . . .

**“Tens of millions of American families are very interested in cleaner electricity, even at a premium price.”**

- Syndicated research continues to show significant interest
- Green Mountain research confirms specific purchase intent
- In market interest is growing
- Public awareness is growing

# Lesson Two . . .

However, “If you build (or offer) it, they don’t automatically come”

“It’s all about marketing and sales”

- Formulation & Positioning
- Targeting
- Communication
- Sales
- Life-long commitment to Service

# Lesson Three . . .

**“Green and Clean Energy is not enough”**

- Awareness and Credibility
- Education and access
- World Class customer care
- Innovation and Information
- Value (not Price)
- Real, Tangible, Local Impact

# Lesson Four . . .

## “Execute, Execute, Execute”

- Cleaner Electricity sourcing, including hedging, shaping, delivery, reconciliation and Risk management
- World Class Customer Care, including billing, collection and rapid problem resolution
- Aggressive and disciplined marketing and sales
- Local focus - Community, Regulators, Suppliers



# **Lesson Five . . .**

**“Position Globally, Think Locally  
and Adapt Quickly”**

**Three paths to successful Green  
Marketing. . .**

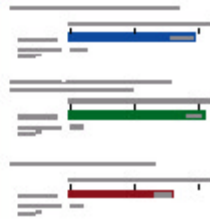
# Direct Access Markets:

- Markets with commitment to competition and choice
- Classical direct marketing and sales approach
- Pennsylvania, Texas

## Choose 100% clean electricity and imagine a cleaner future for you and your family.

### Did you know? [

- Generating electricity produces more air pollution than any other industry in the country.
- Today, over 70% of the country's electricity is produced from non-renewable resources such as coal, oil and nuclear.
- Electric utilities are responsible for 2/3 of the sulfur-dioxide emissions in the U.S. each year — a major contributor to acid rain and respiratory problems.
- Burning coal and lignite fills the air with pollution, and contributes to environmental problems like global warming, smog and acid rain.
- Nuclear energy may be pollution-free, but long-term storage of nuclear waste poses substantial risks associated with dangerous radioactive waste.



### Why Green Mountain Energy Company? [

- Green Mountain Energy™ is currently available in five states and is less polluting than typical electricity in those states. Green Mountain Energy™ comes from cleaner and renewable resources like wind, water and solar.
- Over the past four years, we've grown to serve more than 120,000 residential customers in deregulated states across the U.S.
- The pilot program that we are participating in is the first of its kind in Texas and signifies the deregulation of the electricity industry in your state.

Call 1-866-GREEN-TX or  
visit [www.greenmountain.com/2A01](http://www.greenmountain.com/2A01) today.

### Yes, I want to switch to Green Mountain Energy™ and enjoy a clean outlook on the future!

Current utility company:

Account number:

Signature:

Printed name:

E-mail:

Phone number:

Mail in your reply or call 1-866-GREEN-TX today

I am not yet ready to switch. But please send me more information.



LP580T Sample  
5500 Cox Road, Suite E  
Glen Allen, VA 23060

Mail in your reply  
or call 1-866-GREEN-TX today



# Aggregation Opportunities:

- Groups and communities seeking better alternatives
- Custom product and service offering



# Partnerships with Traditional Utilities:

- Markets where competition and choice is not expected in the near term (IOUs, Munis and Co-Ops)
- Satisfy consumer and community demand for cleaner energy choices with a turn-key, branded marketing and sales effort
- Joint ventured/licensed effort with incumbents





